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DDS&T-3151-81

14 September 1981

MEMORANDUM FOR: Chairman, DDS&T Career Service Board

FROM:



25X1

Director, DDS&T Career Development Course

SUBJECT: CDC-20 Student Course Critiques


1. Attached for your information and retention are copies of course critiques prepared by individual members of Career Development Course No. 20. Also attached is a copy of the questionnaire which the students used to prepare their comments.

2. You will note that the critique is divided into two parts: Part I, which is designed to elicit an overall evaluation of the course itself, and Part II, which is designed to elicit individual responses.

3. I was particularly impressed with this class and its demeanor throughout the course. They were a very intelligent, highly inquisitive group who constantly asked probing questions of most guest speakers, yet did so in a very professional and polite manner. They especially enjoyed the active give-and-take sessions which usually followed the official presentations, and I believe that many of our speakers sincerely enjoyed the opportunity to meet and talk with them. Throughout the course, senior Agency officials and those from other organizations frequently commented on how favorably impressed they were with the class. This laudable performance reflects very favorably on themselves and on their respective directorates and further enhances the reputation of the CDC.

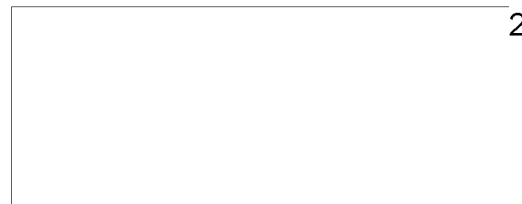
4. I was very proud to have been associated with CDC-20.

Attachments:
As stated



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cc: Each CSB Member
C/AS/DDS&T



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COURSE EVALUATION, CDC-20

PART I

1. Please comment on the length, pace, and content of the course. What other topics should be added to the course? What topics would you eliminate?
2. Please evaluate the effectiveness of the course from your own personal perspective. Did it meet your objectives and/or expectations? Will you recommend it to others?
3. The only firm selection criteria for the CDC are that the nominee must be a professional officer with a sustained strong performance and a demonstrated potential for further advancement. In your opinion, what type of individual is apt to benefit most from the CDC experience? You may wish to address areas such as time in Agency, education, experience, attitudinal factors, personality traits, or any other areas which you feel are pertinent.
4. Do you have any comments or suggestions regarding the speaker evaluation procedure used by CDC-20?
5. Do you have any comments on the administrative aspects of the course (physical environment, handling of messages, transportation arrangements, etc.)?
6. Other comments.

PART II

1. What have I contributed to the Career Development Course?
2. What have I gained from the CDC?
3. In what way(s) have my perceptions of the DDS&T changed as a result of my attendance as a course member?
4. In what way(s) have my perceptions of my job been modified?
5. Have my career goals changed in any way or in any degree?

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16 July 1981

Course Evaluation, CDC-20

Part I

1. Please comment on the length, pace, and content of the course. What other topics should be added to the course? What topics would you eliminate?

The length, pace and content of the course is probably optimum. The hectic days are usually offset by a slower paced day here and there.

Probably none of the topics need be eliminated since the less interesting days provide some insight into the various organizations and help form an opinion about what an individual feels to be the most effective and productive offices within the Government.

No Army offices participated in the course, but surely they have some activity of interest to the CDC. There is also a Soviet awareness display at Bolling AFB that might be interesting to visit.

2. Please evaluate the effectiveness of the course from your own personal perspective. Did it meet your objectives and/or expectations? Will you recommend it to others?

I found the course to be very effective for myself. Having limited knowledge of how some parts of the Agency interfaces with other government components, I learned a lot about the operation of our Government.

I would certainly recommend this course to others.

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3. The only firm selection criteria for the CDC are that the nominee must be a professional officer with a sustained strong performance and a demonstrated potential for further advancement. In your opinion, what type of individual is apt to benefit most from the CDC experience. You may wish to address areas such as time in Agency, education, experience, attitudinal factors, personality traits, or any other areas which you feel are pertinent.

The type of individuals selected should be producers who are aggressive and hungry for the type of knowledge provided by CDC. These people should probably be employees with 5-10 years of government experience with 3 years or more with the CIA.

Education is probably secondary in importance to selection since formal education is not required for every job within CIA. The participants selected should however have some knowledge of technical matters.

The more important selection criteria should be willingness to learn, attitude and personality. It is very important to treat all speakers with respect and to be appreciative of their efforts. I might add that our class was very well mannered in this respect, indicating that the selection process is fairly good.

4. Do you have any comments or suggestions regarding the speaker evaluation procedure used by CDC-20?

It is sometimes difficult to separately evaluate topic and speaker. Some dynamic speakers turned uninformative briefings into interesting presentations and some potentially interesting topics were made uninteresting by poor speakers. Overall, though, it is hard to give an accurate assessment. I would recommend using only 3 categories for both topic and speaker evaluation. These would be excellent, good and poor or something similar.

5. Do you have any comments on the administrative aspects of the course (physical environment, handling of messages, transportation arrangements, etc.).

I have no comments about administrative matters except that the homeroom was too small. Other than that, our course director handled these matters very well.

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Part II

1. What have I contributed to the Career Development Course?

I hopefully contributed an understanding of how my home office operates at the working level and how we interface with other offices at this level.

2. What have I gained from the CDC?

From the CDC I gained the friendship of 13 other people within the Agency who will probably be important contacts in the future. Additionally, I gained an understanding of what the various offices do and how they do it.

I feel that I gained three months of education which is not available at any cost anywhere else.

3. In what way(s) have my perceptions of the DDS&T changed as a result of my attendance as a course member?

My perception of DDS&T has not changed significantly except that I am more aware of how DDS&T supports the intelligence community.

4. In what way(s) have my perception of my job been modified?

I don't really feel that the course changed my perceptions about my job.

5. Have my career goals changed in any way or in any degree?

My career goals have changed somewhat as a result of taking the course. I would like to one day be in a management position that would allow an insight into several of the interesting areas uncovered during the course. However, I see the importance of my own job and feel that one day if all goes well, my objectives will be met.

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DD/S&T# 3482-81

29 July 1981

MEMORANDUM FOR: Director, DDS&T Career Development Course

FROM:
Imagery Exploitation Research Division
Processing and Analysis Technology Division
Office of Research and Development

SUBJECT: CDC-20 Course Evaluation

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following is my course evaluation in the order of the course evaluation questionnaire.

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Part I

1. In my opinion the length of the course was just about right to accomplish the objectives. The pace was fast and never boring. Content was excellent. I find it very difficult to come up with other topics that should have been included. If anything I would like to have received a briefing from SAC and possibly visited their facility in Omaha. NORAD would also be interesting. However, the lack of these briefings did not detract from the course in any way. Three areas within the Agency that I would like to see improved are the OTS/secret writing, OTS/disguise and OSO/AOD briefings. These three briefings left much to be desired. Although some speakers were better than others the overall majority of speakers were candid, professional and showed an enthusiasm for their job and topic.

2. In a word the course was "fantastic." It gave me a proud feeling to be associated with the Agency and its people. The course exceeded my expectations and gave me an excellent overview of the CIA, the Intelligence Community, the interaction between the different organizations within the Community and the people that run them. I have recommended and I certainly will continue to recommend this course to other people. I would like to express my appreciation to Dr. Eckman and the ORD management for providing me the opportunity to attend the CDC. I would also like to extend my appreciation to Mr. Dirks and the DDS&T management for providing Agency personnel with this outstanding course.



SUBJECT: CDC-20 Course Evaluation

3. CDC-20 had people with a diversity of educational backgrounds, ages and time in the Agency. I believe that everyone in our class benefited from the course. But I feel that most benefit is derived from such a course when it is taken early in one's mid career. This gives a person an excellent opportunity to survey and choose a potential or new career path. The selection criteria should stand firm and not be relaxed. I would like to compliment the people that selected CDC-20 participants. I have never been associated with so large a group that interacted quite so well.

4. The speaker evaluations were adequate and apparently useful. Many speakers commented that they changed their presentation based on the evaluations from the last class. I would suggest keeping them as they are for future classes.

5. The administrative aspects of the course were excellent. The course director and secretary did their utmost to keep the class informed and the course running smoothly. They both did an outstanding job. However because of the fast paced nature of the course and the desire to attend all of the lectures, it is difficult to take care of some of the home office and/or personal problems that crop up. Therefore I suggest scheduling one or two open days during the course for administrative purposes. On these days the students would have a chance to either return to their office or take annual leave.

6. The only other comment that I have is that the course director is one of the most conscientious people I have met. His concern for the students, the schedule and communication of information is beyond reproach. I believe it is because of his dedication to this effort that the course was such a success. A job well done!

Part II

1. The people in the course provided CDC-20 an excellent cross section of Agency expertise. And all students were well versed in their related field. I feel that I was able to contribute an expertise in the technical aspects of PHOTINT and imagery exploitation. With this I was able to elaborate on related topics and clear up questions and misconceptions in the PHOTINT area.

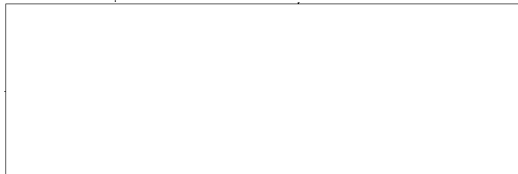
SUBJECT: CDC-20 Course Evaluation

2. My most significant gain from CDC-20 is a much more indepth understanding of the Agency and the Intelligence Community. This is largely the result of the excellent tours and briefings. But much of it is also the result of the interaction with the other students in the course. I consider this interaction to be a significant benefit of the CDC. I believe the contacts I made during the course will prove useful throughout my Agency career. Technically I gained the most knowledge within the SIGINT area. This is due primarily to the fact that my career has been PHOTINT oriented.

3. I perceive the DDS&T as a more far reaching organization than I did before. By this, I mean that in addition to building "big systems", it serves the entire Intelligence Community and many other government organizations through FBIS and NPIC. It is also an important element to the DDO through OTS and OSO. I now have a better understanding that the DDS&T cuts across and serves all aspects of the Intelligence Community.

4. As far as my perceptions of my job goes, I have a better feeling that the DDS&T management respects ORD as an important technology development element of the Agency.

5. My career goals are still to grow into a management position within the DDS&T and serve the Agency to the best of my ability.



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OSO-1372-81
6 August 1981

MEMORANDUM FOR: Director, Career Development Course - 20, DDS&T

FROM: [REDACTED]

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Office of SIGINT Operations

SUBJECT: Course Evaluation, Career Development Course - 20

PART I:

The DDS&T twentieth Career Development Course (CDC) met and exceeded my expectations. Virtually, the entire spectrum of scientific and technological intelligence was encompassed in this course, in depth and breadth. The credentials and candor of speakers were very impressive. I am not aware of any other course of comparable scope or quality and have heard this impression confirmed by my fellow class members, former class members and speakers alike. [REDACTED]

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The pace of the course was brisk and demanding from the outset. However, given the dedication and self-discipline of those selected to attend the course, these rigors were met with confidence and good spirit. That we were able to hold to a tight schedule in such a complex undertaking clearly marks the effective leadership of the Course Director, [REDACTED] as well as the excellent support provided by [REDACTED]

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Though, throughout the course, changes in availability of guest speakers necessitated short-notice schedule adjustments, our Course Director met these challenges in a superb, professional manner. As a result, the course proceeded smoothly from beginning to end. Travel arrangements, accommodations and accounting were handled efficiently and expeditiously. While budgetary constraints required some "doubling-up" of hotel accommodations during this course, I believe this only further engendered the esprit de corps which proceeded out of this undertaking. [REDACTED]

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The stated criteria for selecting nominees for the Career Development Course are that each be a professional officer with sustained strong performance and a demonstrated potential for

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SUBJECT: Course Evaluation, Career Development Course - 20

further advancement. Yet, from meeting both my fellow classmates and former attendees, I am convinced that the nominating offices exercise a far more rigorous selection process. My distinct impression is that these are the best and the brightest each office has to offer. I personally feel honored and flattered to have been associated with people of such high caliber and dedication. At the same time, I am left with a sense of obligation to live up to the high standards of the selection criteria as well as those of my fellow class members. []

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I would characterize the people selected for the Career Development Course as well above average in intelligence, maturity and dedication. I speak not only of dedication to their craft, but a moral dedication and a sense of responsibility to their country and to the U.S. Intelligence mission. These are clearly people who could be successful in any endeavor they choose to pursue. Some class members have, in fact, left more financially rewarding commercial employment in favor of their present careers in intelligence. I am proud to have been associated with them and will welcome any opportunity to work with them in the future. []

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PART II:

It is difficult for me to measure my personal contribution to the Twentieth Career Development Course. I would hope that in sharing my experiences and ideas with other members, I have provided some insight to aspects of SIGINT and SIGINT-related operations to which they had not previously been exposed. Certainly I have come away from the course with far more than I was able to individually contribute. I should not be surprised if each member of the class holds similar sentiments. []

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Each of us brought to the class an intimate knowledge of our respective disciplines - and all were quite generous in sharing their knowledge. It is in this very exchange of knowledge, ideas and attitudes that we as individuals, and the Agency as a whole, may derive greatest benefit over the long term. I think we all gained a much greater sense of perspective. We now have a much better understanding of how, through our diverse disciplines, can better serve each other in support of national intelligence requirements []

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In sum, the Career Development Course has been, and will continue to be of immeasurable value to me and will greatly aid in giving shape and balance to my career. I fully expect that I shall

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SUBJECT: Course Evaluation, Career Development Course - 20

be more effective in executing my responsibilities through a better understanding of the nature and scope of scientific and technological intelligence missions and methods. Additionally, I have made valuable friendships (from both professional and personal points of view) which I am confident shall endure throughout the rest of my career. I am honored and proud to have attended the Twentieth Career Development Course.

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~~SECRET~~Critique of the DDS&T Career Development Course #20

The length of the DDS&T Career Development Course (CDC) was sufficient to meet all of the course objectives. It was sometimes disappointing, however, to have insufficient time for various areas of interest, but most times this was because of my individual personal or professional interests. The total length of the CDC is ideal since, in my opinion, it is the maximum time an individual's office would be willing to allow him to participate without affecting his job or position.

Since the CDC was so all-encompassing, I am not sure if anything could be added to the CDC to make it more meaningful. One area, however, which should be considered is adding a tour and briefing of the [] facility at NSA. Since the class is fully briefed on the Program A system and mission ground station associated with that facility, it would make sense to complete the picture of this collection system by being briefed on and touring the NSA [] facility.

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A topic to consider eliminating is the tour and briefing of the Lawrence Livermore Lab during the west coast trip. Since the class members could not obtain "Q" clearances, the LLL tour and briefing was not very useful. A member of the class suggested that a tour and briefing at an integrated circuit manufacturing facility would be much more useful and interesting. I agree with that suggestion.

My knowledge of the CDC was minimal before my participation. Now, I strongly support the CDC as an excellent career development tool. The effectiveness of the CDC, from my perspective, was outstanding. I'm not sure if a better program could be developed to acquaint an S&T officer with the S&T intelligence community and various collection methods and organizations. It easily met all of my objectives and expectations. I would highly recommend the CDC for selected individuals and will recommend it to individuals who, in my opinion, would benefit from it.

The selection criteria that a nominee must be a professional officer with sustained strong performance and a demonstrated potential for further advancement are valid criteria for selection to the CDC. In addition to those qualities, the officer who would most benefit from the CDC would be an individual associated with S&T intelligence, from the collection, analytical or use standpoint. This would allow that individual

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to already be acquainted with the scope and various aspects of S&T intelligence. The person should, therefore, have experience or education in the S&T arena. The time working for the Agency is not important but a minimum of three years should be a guideline. With less than three years service an individual would normally not have sufficient time to be fully cognizant of the organization and there would probably not be sufficient time for him to be properly evaluated as to performance and potential.

I do not believe formal education should be a factor in selection for the CDC. An individual without formal education but with sufficient experience and a capability to achieve could just as easily benefit from the CDC as an individual with much formal education. I believe CDC20 illustrated this where the education level ranged from high school to phd.

I believe some experience in the S&T world is important to fully benefit from the CDC. The CDC tends to build on any previous experience (with or without formal education) to round out and amplify an individual's perspective of S&T intelligence.

An individual selected for the CDC should also have positive attitude and personality traits. Constant interaction with the other class members, guest speakers and personnel at facilities which are visited requires that an individual be able to get along well with people. The CDC class members represent the Agency, and in many ways, their individual components. Therefore, it is very important that an individual selected for the CDC be able to represent himself well in such a sophisticated arena.

The current procedure for speaker evaluation in the CDC is satisfactory. All of the administrative aspects of the CDC were excellently executed. Everything always went like clockwork.

I would like to take an opportunity to commend [] for his outstanding performance as the CDC Director. His thorough planning and fine leadership resulted in a flawlessly run course. [] was responsive to class suggestions and requirements and demonstrated flexibility in satisfying ad hoc needs. His relentless pursuit of class member satisfaction coupled with his extreme patience ensured a friendly but professional atmosphere. I personally enjoyed being associated with [] during the CDC and look forward to any future professional relationships.

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I would also like to compliment [] for her fine performance as the CDC Administrative Assistant. Her timely and complete work on matters associated with the course, as well as with individuals, contributed positively to the success of CDC20. She clearly kept things running smoothly. We could not have gotten along without her.

I believe my contribution to CDC20 was the sharing of my varied professional and travel experiences with the class. Few class members have had any professional overseas travel experience or knowledge of some of the rather little known forms of intelligence collection. The past experiences I shared with them afforded them first hand knowledge of OSO and DDO field operations from an "operator's" perspective.

The CDC afforded me the opportunity, at a most appropriate time in my career, to learn much about the Agency, DDS&T, the intelligence community and myself. I am not sure if anything could have as much impact on me professionally as the CDC. The information learned in the course was immeasurable and I was rewarded with an appreciation for the interest shown by OSO and DDS&T in my career development. I am grateful to have participated in the CDC and am proud to an alumnus.

My knowledge of the DDS&T has been enriched as a result of my participation in the CDC. It has expanded my knowledge of the DDS&T, its mission and its association with the S&T intelligence community. To me, the DDS&T is no longer a mysterious collection of "super spooks" using technical means for collecting, analyzing and exploiting intelligence but rather a highly skilled, interdependent group of specialists using today's technology and methods to deal with S&T intelligence. I am genuinely impress with DDS&T's efforts and the people making the effort.

The opportunity to meet DDS&T management personnel during the CDC was very useful and rewarding. I now understand the DDS&T's goals and plans to attain those goals. I believe I can now be a more valuable contributor in the DDS&T's work to attain those goals.

My perceptions of my job have not been greatly modified as a result of the CDC except to better understand its importance. As a result of the CDC, however, I have made new (and higher) career goals.

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In sum, I am grateful to have had the opportunity to have been included in the CDC experience. The time was well spent and will be useful to me throughout my career. Thank you.

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OSO/SCS/F611

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COURSE EVALUATION

CDC - 20

OTS/CMD/PMB

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PART I

1. The content of the CDC is excellent and provides a very comprehensive view of the Intelligence Community in the available time frame. The pace of the course was optimum for the number of briefings.

I suggest that none of the topics be eliminated; however, the briefings by INR/State Department could be condensed and presented by one senior officer. Attending the briefing at State Department is unnecessary, Headquarters would do just as well. I would like to see a presentation by [] personnel on their activities while the class is there.

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2. CDC definitely exceeded my expectations in that the candidness and depth of the briefings were outstanding. With very few exceptions, the speakers avoided simplistic and condescending presentations. Since the majority of the class has scientific interests, there were many instances of good technical dialogue between speaker and student. I strongly recommend this course (and have already done so to several OTS engineers).

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3. CDC is most beneficial to the DDS&T project engineer working in a multi-disciplinary job where interface with other S&T offices is limited. Personal contacts as well as technical assistance for future work are important benefits from this type of course.

I feel that NFAC and DDO participation is vital but only candidates who have a demonstrated technical "leaning" will get the most benefit. Time in the Agency should not be a strict criteria for selection but the nominee should have a minimum of 3 years in CIA or the Intelligence Community. Other personality factors that are desirable are: 1) Good ability to communicate verbally, 2) Facility for personal interaction and 3) Flexibility.

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4. For those field trips to places like NSA where we don't bring our notebooks and evaluation sheets, it was hard to remember specific speakers. One overall rating for the day might be just as informative. Aside from that, the evaluation format was concise and useful.

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5. Considering all the variables, everything went smoothly with no significant problems.

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1. Since there was no DDO student member, I think that I was able to contribute some operational input to certain discussions. DDS&T is heavily weighted towards large programs for technical collection. The clandestine programs are not as visible, but I hope that the class members were made aware of them and their value.

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2. CDC has provided a comprehensive review of the Intelligence Community as well as the S&T. Personal contacts with class members will be very beneficial in the future.

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3. I have gained a more specific understanding of the mission of offices such as OSO and FBIS as well as the interaction between NPIC and OD&E.

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4. Because of the CA briefings by the A/DDO, I have a better appreciation of the timeliness of programs I am now involved with in support of those operations.

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5. Prior to CDC, I had not considered a rotational tour within the S&T, but I now believe this would be beneficial both technically and professionally.

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19 August 1981

MEMORANDUM FOR: Director, DDS&T Career Development Course

FROM:

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SUBJECT: Course Evaluation, CDC-20

Part I

Questions 1 and 2. The Career Development Course is a learning experience on two levels. The first examines the Intelligence Community with all of its collection disciplines, the processing of raw data, and the analysis and presentation of that intelligence to policymakers. On the second level, it examines the management of intelligence--the definition of intelligence requirements, both current and in the outyears; the designing, contracting for, and management of deployed systems; and the budgeting and resource management aspects, which have such a great impact on the direction and capabilities of the Intelligence Community. The interrelationships of the funding, management, and collection operations of the Intelligence Community were brought home to us the first week when the Director of OD&E spoke to us not about the systems being developed and operated by his office but about the problems of winning approval and funding for those systems.

In my opinion, the length and pace of the course are just about right, and I see no way it could or should be shortened. I can honestly say that I was never bored during the course and that I took something away from every briefing we had.

I think the course would benefit from adding briefings by the NSC and OMB. The NSC is one of the prime consumers of the Agency's product, and I think the NSC's view of the current key intelligence questions and how well the Agency (and the Community) is answering those questions would be very valuable. Likewise, because of the tremendous impact of the complex budgetary process, which requires the juggling of three fiscal years at any one time, and the intense competition of expensive collection systems for resources, I believe a speaker from OMB--perhaps one of the Agency's budget examiners--would add a different point of view which course members should hear. I also believe that a briefing by someone who represents HUMINT as a collection discipline--perhaps someone from the HUMINT Tasking Office or the Human Resources Committee--and can discuss the tasking of a wide variety of HUMINT collectors and the evaluation of that collection would round out the briefings by HUMINT's counterparts in COMIREX and the SIGINT Committee. My final suggestion would be to lengthen the trip to Kodak by about half a day. Because

our time was limited, we were hurried through some of the tours and briefings; so much information was thrown at us that, by the end of the day, it became impossible to retain most of it.

Needless to say, the course more than met my expectations, and I have already recommended it to others. One of my objectives was to understand better the capabilities and limitations of the Community's technical collection systems because of my participation on behalf of FBIS in all-source collection capability studies. While some course members with technical backgrounds might have found some of the briefings in the first six weeks repetitive, I found that with each briefing (supplemented by tutorials by class members) I understood more and more about the systems. By the end of the course, my objective had indeed been met.

Question 3. I believe the type of individual who would benefit most from this course is someone who has been in the Agency long enough to develop some understanding of the Agency outside of his current office and who has developed a commitment to intelligence as a profession. A previous FBIS course participant, who attended after having spent several years overseas, told me he felt he did not get as much out of the course as he should have because he had to spend a great amount of time figuring out very basic things such as the differences between offices, programs, etc. He felt the course would have been much more beneficial if he had taken it after having been back at Headquarters for a while. Equally important is the mix of students from different backgrounds and directorates, which is necessary for the exchange of information and the learning process which is constantly taking place among class members and which ensures that pertinent questions will be addressed to the different speakers. Our class was particularly well rounded in that regard.

Question 4. I understand the need for a speaker evaluation process and feel that it is very little to ask of class members. The only problem was in remembering the different briefers and briefings when the class was on the road for two or three days in a row. Perhaps it would be possible to take the evaluation sheets on the road too, or maybe those offices could be evaluated as a whole rather than by briefers, asking only that course members point out the highlights of the day's briefing or how the day might be improved.

Question 5. I think the administrative aspects of the course were outstanding and that the exceptional efficiency, thoughtfulness, and good humor with which all of the administrative details were handled can be attributed to [redacted] Both exerted themselves above and beyond the call of duty to make certain that everything ran smoothly and that we would get the most out of this course.

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Question 6. A few final, hopefully helpful, comments. I think it would be useful if briefers from non-DDS&T offices could be encouraged to distribute organization charts. These charts would be very useful to course participants when they return to their offices. I also think it would be useful to have available lists of acronyms and abbreviations. It might take two or three runnings of the course to put together such a list (I'd be

happy to contribute those I collected), but I think it would improve understanding of many of the briefings.

Part II

Question 1. I believe that I contributed different job experiences to the course. My work experience for the past several years has been in the field of HUMINT and open source material. I deal daily with consumers throughout the Intelligence Community, and I work mainly on political issues. I feel this added a balance to the members of the class with technical backgrounds and those who were analysts. I also feel that those of us class members who have worked for the Agency for several years provided a good balance to those who are relatively new to the Agency. We could provide some of the sense of where we've come from so that we could all evaluate where we are and the direction we must go. I also hope that I contributed enthusiasm, a spirit of cooperation, and interest in what I could learn from the course and from my fellow classmates.

Question 2. I gained from the course a better understanding not only of my directorate but also of the entire Community. At the risk of sounding corny, I have always been very proud to work for the Agency and have felt that I am making a valuable contribution to my country. The weeks spent in CDC rekindled my pride and showed me the very bright and capable people who make the Agency a special place to work and who will ensure our greatness into the future. I left with a renewed spirit of optimism.

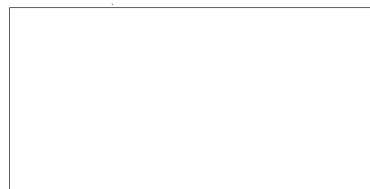
Question 3. I was particularly impressed with the diversity of the directorate and with the managerial challenge, and opportunities, it presents.

Question 4. It is very easy to fall into two kinds of traps when you think about your job and office. You can either think that your office is the most important collector (producer of analysis, etc) and is making the most significant contribution to the conduct of intelligence. Or you can start to believe that your work is insignificant when compared with offices which operate sexy, billion dollar technical systems. From the course you learn that each office is making a valuable contribution in its own way to providing one piece of the intelligence puzzle; no office or job is insignificant. I have often felt that one of the failings of HUMINT collectors (with the exception of the DDO) has been their unwillingness to emphasize the vital role they play. Open source collectors have been particularly bashful about staking their claim as a valuable member of the collection community, perhaps on the theory that information which can be collected so cheaply and which the target hands you in his daily newspapers cannot be as important as information collected by a satellite or stolen by a spy. The course emphasized to me the value of the open source product and how much open source collectors need to educate consumers about it. I also saw the important role I can play in that education process. The course also educated me to the current intelligence needs and requirements of the community--not just the obvious questions like Soviet intentions vis-a-vis Poland but questions about civil technology and military and scientific

issues. As a result, I will be more responsive to those requirements and better able to explain to FBIS officers the value of the information they are providing and are being asked to provide.

Question 5. My career goals have changed somewhat in that I am more interested in a rotational assignment than I was before. I have been fascinated by the field of requirements and assessments in which I am now working because I see the central role they play. I now see interesting opportunities in other offices to broaden my experience in this field. I also became more interested in a job in the area of planning and resource allocation.

I want to express my appreciation to DDS&T for the opportunity to attend this course and for the investment which was made in me. I tried to make the most of this opportunity and am sure that my future endeavors will benefit from it.



STAT

27 July 1981

MEMORANDUM FOR: [REDACTED]

STAT

Director, DDS&T CDC-20

FROM: [REDACTED]

STAT

FBIS/FEB/ED

SUBJECT:

Course Evaluation, CDC-20

Mel:

A special thanks to you and other managers in the DDS&T for allowing me to attend CDC-20. It was truly an outstanding course, and as you have stated many times, "it was a great group of students." I am sure we all learned from each other and that some of the friendships will continue throughout the years. I have already been fishing with [REDACTED] and [REDACTED] and I received a nice card from [REDACTED]

STAT
STAT

[REDACTED] I think you should be commended for an outstanding job as course director. You displayed a tremendous leadership quality throughout the course, and always in a positive manner. Each individual student was treated equally with respect and fairness--although sometimes I am sure a swift kick was in order. You set an example for other students when you turned minor problems into challenges and with a positive attitude always managed to smooth out details.

STAT

I wish you success in CDC-21 and I hope you have the quality of students that CDC-20 had. One thing is for sure, CDC-21 will have a superb course director.

STAT

COURSE EVALUATION, CDC-20

PART I

1. Please comment on the length, pace, and content of the course. What other topics should be added to the course? What topics would you eliminate?

Over the years the course has been tailored to its present 12 week length. To shorten the course further would, in my opinion, have a negative impact. The pace of the course is now swift, but not overbearing. The content of the course is extremely well organized considering the exposure the class had to the various Agency and Government wide collection and analysis programs. I am sure there are other topics which could be added to the course, but not without extending the length of the course. I have no suggestions at this time for additional topics, and I do not recommend deleting any of the existing topics.

2. Please evaluate the effectiveness of the course from your own personal perspective. Did it meet your objectives and/or expectations? Will you recommend it to others?

I found the course to be extremely effective in providing the student with an overview of all the Directorates of DDS&T and how they interface within the CIA, Government, and civilian contractors. The course far exceeded my expectations. The briefings were extremely informative and tailored to the class. This was a great learning experience and without a doubt the best course I have attended within the Agency. I will certainly recommend it to my fellow co-workers.

3. The only firm selection criteria for the CDC are that the nominee must be a professional officer with a sustained strong performance and a demonstrated potential for further advancement. In your opinion, what type of individual is apt to benefit most from the CDC experience? You may wish to address areas such as time in the Agency, education, experience, attitudinal factors, personality traits, or any other areas which you feel are pertinent.

The CDC course exposes the student to all directorates of the CDC, and to the career possibilities existing within those directorates. I feel that the existing selection criteria for the CDC is ideal. I do not believe that a degree should be considered in the selection criteria. There are many non-degree personnel within the Agency who through experience, dedication, and hard work, would benefit significantly from the CDC course.

4. Do you have any comments or suggestions regarding the speaker evaluation procedure used by CDC-20?

If used properly the speaker evaluation could be a useful tool in further improving briefings. However, students, including myself, were lax in filling in the evaluation sheets. This was especially true during times when we attended briefings outside of headquarters and in some cases would not complete the evaluation sheet until a couple of weeks later. In order to be effective, I believe the speaker should be evaluated immediately after delivering his briefing.

5. Do you have any comments on the administrative aspects of the course (physical environment, handling of messages, transportation arrangements, etc.)?

All administrative details were handled with the utmost efficiency. The course director and his secretary should be commended for an outstanding job. The only drawback during the course was the uncertainty of a conference room. At times we had to adhere to a tight schedule because the conference rooms were scheduled for other uses. Considering the importance attached to the CDC course, it would be ideal to set aside one conference room to be used strictly for the CDC course. This would give us more time for question and answer periods, and would not be so hectic on the course director who, at times, had to rush around like mad to find a room to accommodate the class.

6. Other Comments.

I just want to say one big "Thanks," for giving me the opportunity to attend such an outstanding course. I hope that the end result will benefit DDS&T who made this course available.

Part II

1. What have I contributed to the Career Development Course?

It is hard to contribute to a course which offers much more in return. I was highly impressed with the students of such high caliber. If anything, I hope I impressed upon the students the importance of the Engineering Division of FBIS, and the pride we take in the performance of our duties.

2. What have I gained from the CDC?

My main objective of the course was to gain knowledge of the DDS&T. I am sure that objective, and much more, was fulfilled. I am still in a delightful daze after being exposed to such a high degree of technical knowledge and hardware. In addition, I have gained a lasting friendship with class members. This friendship could prove invaluable in any future dealings my office might have with other directorates within the DDS&T.

3. In what way(s) have my perceptions of the DDS&T changed as a result of my attendance as a course member?

Before the course I had no real understanding of the various programs within the DDS&T, nor was I aware of the interactions of the DDS&T with other government agencies. I now have an enriched understanding of the directorates within the DDS&T, their management and personnel structure, and the challenges facing them in the future.

4. In what way(s) have my perceptions of my job been modified?

I have always taken pride in my job, but until I attended the course I was not fully aware of the use of FBIS's final product throughout the DDS&T and other government offices. This course has put together the missing parts of the puzzle which show clearly the importance of the product. To know that the Engineering Division of FBIS plays an important role in providing that product instills more pride.

5. Have my career goals changed in any way or in any degree?

My eyes have been opened to numerous career opportunities within the DDS&T. Many of these opportunities are very appealing, and I wish I had been aware of their existence several years ago. Now, however, after 27 years of federal service it seems a little late to change careers, especially when I am satisfied with my present assignment.

25 August 1981

MEMORANDUM:

25X1

Director, DDS&T Career
Development Course

FROM :

25X1

SUBJECT : Final Evaluation, CDC-20

Dear Mel,

Its been two months since I completed the CDC and as such I have had a chance to reflect and perhaps provide a more mature evaluation. For openers I have to say that the CDC experience was without a doubt the finest and most appropriate training that I have been exposed to in my almost seventeen years of federal service, with the DOD and CIA. The two prime course objectives outlined by Mr. Dirks' during our first session were exceeded. I feel that I am a much better Intelligence Officer, more effective manager, and overall asset to the agency as a direct result of the course. What the long term results will be is unclear but I suspect it will be significant. It might be interesting to ask some CDC alumni for a retrospective evaluation. Perhaps the 1971 and 1976 classes would be appropriate. The following comments are keyed to the outline you provided.

PART I

Length - pace - content - I feel very strongly that the course should not be shortened any further and in fact a few weeks could be added. Also, if we continue to have budget problems I suggest reducing the number of students verses dropping out portions of the course. Three months is the minimum time required if Mr. Dirks' goal of developing lasting relationships is to be accomplished. The addition of a block of the CT course such as a DDO orientation at the farm might be appropriate. With appropriate security clearances the Livermore portion of the trip could be outstanding and considering what the future holds for the DDS&T must be included and expanded. Without those clearances Livermore should be eliminated and some other West Coast facility be substituted. Also, heat should be applied on the Navy in an effort to provide the CDC with the appropriate clearances for their programs. The arbitrary and condescending manner of the Naval Intelligence organizations left a poor taste in my mouth. I will have to "muster" all of my professionalism to support them in the future. The pace was on occasion exhausting but I think added a sense of urgency that resulted in a positive class attitude. I wouldn't slow it down any.

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Selection Criteria - I don't think you can add to the selection criteria. After all the office chiefs provide the candidates and they are fully aware of the emphasis Mr. Dirks puts in the CDC. Considering the personalities and background of CDC-20, I can only marvel at how well our class got along. Relative to the question of what type of person needs the CDC, I suggest that legitimate high potential officers who have not been involved in an agency level or community level staff assignments should have priority. Our people really tend to be very narrow and it hurts the organization and reduces our flexibility when it comes time to fill senior management positions.

Speaker Evaluation - I have no problem with the present format but it might help to "pick up" the evaluation immediately after a speaker is done or at the end of the day. The objective is to have people provide evaluations while their minds are fresh and perhaps provide better feedback to our guests.

Administrative Aspects - CDC-20 students were well cared for, however, every effort should be made to get a full time secretary. Also, building in a little more administrative time for the students might be useful. Time for them to take care of some personal work related problems that could not be accomplished after normal duty hours. This is especially true for people who are not stationed at headquarters. Lack of administrative time caused some students to miss presentations.

PART II

My Contributions - I believe I had a positive influence on the class in the sense that I helped my classmates to get a true understanding of the IMINT world and the impact of imagery on National Intelligence issues. Also, as one of the few "people managers" in the course I added that type of perspective/dimension especially during informal discussion. I gave the speakers my full attention and tried to ask questions which would benefit not only myself but my classmates as well.

My gains and perceptions of the DDS&T - As I outlined in my opening thoughts, I feel I am a better intelligence officer and manager as a direct result of the CDC. I learned so much that it's difficult to single out specific items. My pride in the agency and specifically the DDS&T has been greatly increased, primarily due to my new knowledge of our activities but also because of the people I came in contact with. We really are blessed with dedicated and talented officers who make things work in spite of the ever growing bureaucracy. This thought will stay with me for a long time.

Career goals - I can't say at this time that my long term goals have changed but my short range plans, 1-5 years, have definitely been effected. I feel strongly that I need a tour of duty or rotation outside of NPIC.

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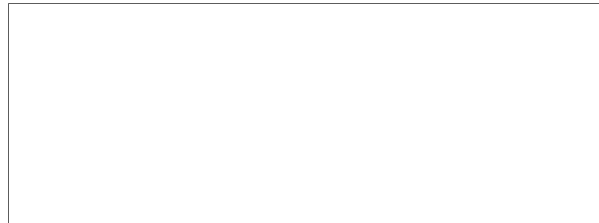
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3

Exactly what that tour should be is unclear but it should involve overseas operations (DDO, OTS, OSO). An NFAC assignment would be redundant to my previous experience. I believe this type of experience is needed if I am to be competitive for senior positions. As you know I have only recently been reassigned and as such I will delay pursuing this course of action for about 12-18 months.

And finally I would like to add that I have nothing but fond memories for CDC-20 and I believe that the other students share my opinion. The success was in no small part a reflection of your efforts. I wish you well with CDC-21 and your follow-on assignments, and I sincerely hope that our paths cross professionally and socially in the future.

25X1



25X1

~~CONFIDENTIAL~~

Course Evaluation, CDC-20

STAT

Course Effectiveness

CDC-20 exceeded all of my personal expectations. It is certainly the best and most valuable course I have experienced in 16 years as an Agency employee. I was briefed on, and toured, Agency components and activities I didn't know existed. Beyond this outstanding overview of the Agency, the personal contacts and relationships I have developed during the 12 weeks will be a definite asset in achieving personal and Agency goals. I would highly recommend this course to others.

Course Content

Overall the length, pace and content of CDC-20 was appropriate considering course goals and operational constraints. I see no advantage to changing course length even though adding a few days would greatly reduce the rather hectic pace. I do, however, recommend eight minor changes to the course content, as follows:

Addition

- visit a solid propellant booster fabrication facility
- visit the Project Sunstream display
- include a briefing by DARPA
- brief tutorial on the electromagnetic spectrum

Expansion

- expand the FBIS tour to 1½ - 2 days
- include a launch pad visit at VAFB

Reduction

- reduce NSA visit to one day

Elimination

- visit
- FBI Academy

STAT

During CDC-20 the students heard briefings and toured facilities associated with many aspects of space operations including planning, budgeting, fabrication, assembly, and launch of vehicles and payloads. Propulsion systems were omitted however. Considering the importance of propulsion, I believe a visit to a solid propellant production facility would be fascinating to the students. Two such facilities are relevant for such a visit. One facility,

STAT

A second recommended addition to the course is a visit to the Project Sunstream display room. This one-two hour tour provides an excellent program overview. The display area is located at the Pentagon. Point of contact to set up a tour is Mr. Ted Mosher or T/SGT Beakes on 695-1839.

A third potential addition to the course would be a one-two hour briefing on DARPA activities. Numerous references to DARPA during the course suggests they are funding or co-funding many development efforts which would be of interest to the student.

Student Selection

The student selection process for the Career Development Course appears to work quite well. Each of the 13 students in CDC-20 were highly motivated professionals who contributed positively toward achieving course goals.

Speaker Evaluation

I believe the speaker evaluation procedure was excessive for the anticipated payoff. The weekly evaluations could be expanded slightly and effectively replace the individual evaluations. Realistically, most briefers offer a fair to good presentation so evaluation is not needed. I recommend offering students the capability to individually critique exceptionally good or bad speakers if so desired.

My Contribution

I believe my personal contribution to other students of CDC-20 included knowledge derived from management and staff experience. What I contributed to the course in terms of proving its long term value is yet to be determined

Perceptions of the DDS&T

I now see the DDS&T to be much more diverse in its interests and responsibilities than I previously thought. At the same time, however, it was surprising to see how interdependent the offices are.

My Job and Career

This course has allowed me to better understand my responsibilities vis-a-vis the rest of the DDS&T and the Agency. I now can see many more potential opportunities to broaden my career experience just within the DDS&T. My appetite has been whetted!

4 September 1981

MEMORANDUM FOR: Director, DDS&T Career Development Course

FROM :

STAT

SUBJECT : Course Evaluation - CDC-20

INTRODUCTION

My overall evaluation of this course is that it was an extremely stimulating twelve weeks. There was good chemistry among the students which made it not only fun but provided for an easy, informal exchange of ideas/reactions. As a Contracting Officer who has supported the DDS&T for the better part of the last ten years, my strong recommendation is that at least one slot per year be offered to a GS 12/13 negotiator. The benefits to The Directorate over the long term will be worth the investment.

PART I

a. Length: The length of the course was appropriate for the goals set. I do not feel that it could be cut much shorter. It was long enough for the students to know each other, develop relationships, and a class identity. From the standpoint of presentations the offices were able to be covered in some degree of depth yet even with the variety of topics they still had to choose the "best" to highlight.

b. Pace: The pace was definitely not slow or boring. In fact, a lot comes in short intervals and at times one goes into an overload situation as the course progresses. Periodically it might be beneficial to have an afternoon at midweek for admin. or just to get away.

c. Content: The course was well structured and flowed easily. Speakers were generally well prepared and of high calibre. One point to be evaluated is the depth of technical detail that is presented. For example, was one Navy program presentation lasting two hours that lost even the most technical members of the class. The point to be made is that there is a mix of disciplines in the class as well as a mix of educational backgrounds. What depth is necessary to achieve the course objectives?

The experience at Livermore Labs. did not live up to the potential it had. Even without the clearances, this trip could be salvaged by a

presentation on "Big Science", the politics behind it, Congressional Committees, the flow of information between/among countries, the flow of information as technology is being brought to application, and patent policy. In my opinion, this type of presentation should be given by some of the more senior people at the facility. If this can not be accomplished then eliminate this tour from the course.

There was one presentation on Civilian Technology but no real discussion of the market for this type reporting within the administration. There are many policy and legal issues that seem to need to be addressed by this administration. It might be useful to combine this presentation with one from OER to get the inter-disciplinary aspects. It might also be interesting to discuss the Japan model (MITI) and other foreign governmental/industry interactions in the technology/trade areas.

I would like to suggest that definite attention be given to controversial speakers, whether they be program managers or analysts or congressional staff or political appointees. I believe that it's imperative in a course such as this to challenge the mind set of the group or have it focus on possible unconventional solutions to problems.

One final suggestion that relates both to content and pace is that is might be beneficial to have speakers provide one master copy of their Vu-graphs on file with the CDC program. The other alternative would be copies of the Vu-graphs for the class for note taking. This would maximize retention of information for future reference. Also, it might alter the way the speakers relate to the class. Those who have been through CDCs have been able to find the right mix.

The weakest part of the course was the trip to State. If State can not develop a better presentation on a higher level then it should be deleted from the program.

2. Effectiveness:

Going into the program I had no real knowledge of the course or background on it. However, it accomplished an objective of developing my own breadth. I have served in some of the S&T offices for 2-3 years and was never exposed to the types of presentations in the course, either from DDS&T or community view.

I recommend that a contract negotiator be included at least once a year in this course. He/she should be at the GS 12/13 level so that he will have some experience yet still be in the formative stages of his career. I recommend this course since during a career in the contracting field much time will be spent supporting the DDS&T. I believe this experience is necessary for a future contracting officer to gain perspective and to be recognized as a member of the team rather than for him to develop just a narrow/legalistic view of procurement.

3. Selection:

I believe that the stated criteria i.e., professional officer with a sustained strong performance and a demonstrated potential for further advancement, is adequate. Yet the success of the course is dependent not just on how the individual receives the information from the speakers, but how he mixes with the other members of the class to produce a larger effect.

To benefit from the course I would recommend a nominee have a minimum of five years in the Agency. This should not be all in one job, but rather he should have been exposed to different situations/experiences, some successes and some "incomplete successes". I believe this exposure is what brings a richness to the course.

I was pleasantly surprised that the wide range of education (no college to PH.D) was not the limiting factor I expected it to be. Those with a smaller amount of formal education had a wealth of experiences. I believe that all one "level" or type, i.e., all extremely technical backgrounds, would be detrimental to the course. The mix of liberal arts, science, engineering, business, and experience was excellent.

4. Speaker Evaluation:

The evaluations became burdensome after the first week. There are only so many ways you can say "great presentation", "swell", "terrific", etc. without a Thesaurus. The grade range 1-7 left each free to determine his own norm. An alternative might be to have two people write the report for a week.

5. Administration:

This element of the course was handled extremely well. It makes a course much more enjoyable when someone lifts this burden from the students. There were many opportunities for situations to get fouled up - either transportation, accommodations, room changes, etc. I hope that someone at a senior level takes notice of [redacted] CDC secretary, and lets her know how much she contributed to the course and how much she was appreciated.

STAT

6. Other Comments:

The course director, [redacted] was excellent. He was cheerful and unflappable despite speaker changes and all the other big and little crises that go with running a course such as this. He was also sensitive to the thirteen egos of the class members. His attitude was conducive to helping us to achieve our individual objectives.

STAT

Part II

1. My contribution to the CDC was a varied background/experience in the Agency. Since most of the class will deal with a contracting officer at one time or another, the course provided an opportunity to sell my profession and the service we can provide.

2. I gained a better appreciation of the management styles necessary for the different offices. Further, I developed a better understanding of the interrelationships, both internal to the Agency and external.

3. My perceptions of my present job have not been changed as a result of the CDC.

4. My career goals have been expanded. I have a strong desire for rotational assignments outside the contracting field to continue my growth and achieve the potential I believe is within me.

STAT

C&PS/OSO/DDS&T

STAT

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Course Evaluation - CDC 20

1. The course length of 12 weeks is probably optimal -- any shorter and some topics would have to be eliminated, any longer and student enthusiasm, participation, and attention would wane. On the whole, the pace of the course was good. There were occasions, particularly in the early going, when the pace was rather hectic, while late in the course, the pace was somewhat slow. It is not clear, however, how this could be remedied and indeed if it needs to be.

Course content was excellent. The course thoroughly covered all aspects of intelligence -- collection, tasking, processing, and production. It exposed us to both in-house and community activities. It put much of our activities in perspective.

I have a few suggestions for changes in the course content and scheduling, even though I really think the course was superb.

1. The trips to [redacted] should be done on the same day. STAT

2. If the visit to Lawrence Livermore Laboratory remains on the agenda and continues to involve the Fusion Program, a presentation by the program office in DOE on the overall program would be helpful before the trip. The Fusion Program was the only major program we didn't get briefed on by a program office before visiting.

3. This is a very minor point but an effort should be made to ensure that the briefings contractors present are not identical to those presented by the program office. In the same light, detailed technical descriptions of all hardware are not really required. I think it would be more helpful to have a blend of technical details and program management concerns.

2. CDC-20 is the best work-related course I have had either here or in industry. It has expanded my knowledge of the Agency and the intelligence community, and has given me a much better idea of the whole intelligence process. Information on collection systems was especially important to me as an analyst.

The interaction among course members was particularly important as it provided significant information about others' activities. The friendships made during the course will provide important and useful contacts for the future. The course far-exceeded my expectations in this regard.

3. It is difficult to describe the type of individual that would benefit most from the course. I'm sure all of us feel that we benefited from it.

Two very important characteristics for any candidate are the ability to get along with others and the ability to adapt to changing situations somewhat gracefully. Also the person should be interested, inquisitive, and self-motivated. Time in the Agency and educational background probably are not terribly important if the person has the other characteristics. Neither should be a limiting factor. I think our class showed that.

~~ADMINISTRATIVE INTERNAL USE ONLY~~

ADMINISTRATIVE INTERNAL USE ONLY

4. The present speaker evaluation should be scrapped. Outstanding presentations and particularly poor presentations should be noted each week in the week's evaluation.

5. The administrative aspects of the course were handled admirably. Congratulations to the course director are in order.

6. The course was great.

PART II

1. I believe I have given the other course members a better understanding of my work as an analyst. I think I was helpful to other course members in understanding some of the topics presented and some of the programs visited. I hope I contributed some small part to helping the course run smoothly and well.

2. I have gained 13 new friends. This is very important to me both in my work and in my private life. I have gained a much better understanding of the workings of the intelligence community and, in particular, the efforts of the DDS&T.

3. I was impressed with the wide range of activities in the DDS&T. I was also impressed by the dedication and professionalism of all the people in the DDS&T with whom I had contact.

4. I don't think my perception of my job has been modified by this course. The course merely strengthened the perceptions I already had.

5. I have not had sufficient time to consider my career goals in any depth. I, therefore, cannot answer this question at this time.

STAT

NFAC/OSWR/SSD

ADMINISTRATIVE INTERNAL USE ONLY

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28 August 1981

MEMORANDUM FOR:



Director, CDC-20

25X1

FROM

:



25X1

SUBJECT

:

Course Evaluation

PART I

1. Comments on the length, pace, and content of the course.

CDC was, in a word, great! The length of the course--12 weeks--was a long enough period of time to get totally immersed in S&T matters, as well as a very good break from office routine. An extra week, however, may not be a bad idea. There were times when administrative or personal matters had to be postponed for weeks until a "short-day" or a lecture one felt could be missed. There were not very many of those, though. It would be most useful if the extra 5 days of administrative time could be distributed throughout the course, e.g., one administrative day every 2 to 3 weeks. Some optional activities could be scheduled for those days, such as video-tapes, student seminars or discussion groups for those who do not need the extra free time. It would also allow for a nice breathing period from the hectic pace, which is the subject of my next paragraph.

The pace of the course was commensurate with the pace of developments in modern technology, i.e., fast, because of the scope of material to be covered. The full schedule certainly kept me on my toes, although at times I felt I could well use the time to sit back, sort out and absorb everything I had heard the previous days or weeks. The pace was not always even, being rather rushed in the beginning of the course but much slower towards the end. The suggestion mentioned in the paragraph above might help assimilation of the material and contribute to a more evenly paced course.

The course content was extremely interesting, comprehensive and enlightening. I had never been exposed to the S&T aspects of intelligence and found the subject to be fascinating, although mind-boggling. The sessions dealing with the Intelligence Community were very informative, not only because of the range of activities covered but also because they provided additional perspective on the intelligence problems that S&T is called upon to solve.

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In spite of all the good things mentioned above on the contents of the course, I would like to suggest a couple of changes (not in order of priority):

- a) Speakers should address management issues and problems, as well as the role and functions of their organizations and program successes.
- b) NFAC should present an overview of their organization prior to the presentation by the individual offices.
- c) Someone from the DCI's staff should speak to the class on "the view from the top." (I don't think that this would have been accomplished by the DCI, had he met with CDC 20.)
- d) A presentation by the U.S. military on our weapons systems (primarily strategic) would be beneficial. This could help put in perspective the Soviet systems the course was briefed on. (This could be an optional presentation in the extra days.)
- e) Someone from Army intelligence should brief the course. We were briefed by Air Force at FTD and TAC and by the Navy at CINCLANT, but the Army was nowhere to be seen.
- f) The visit to the tracking station at Vandenberg could be eliminated.
- g) If the "Q" clearance problem cannot be solved, maybe the visit to LLL could be dropped from the schedule.

2. Evaluate the effectiveness of the course.

The course was an eye-opener, a great opportunity to learn about S&T and how it affects intelligence. Had I not participated in CDC, my development as an intelligence officer would have been handicapped by my lack of knowledge and understanding of S&T matters. It is very easy to develop a parochial definition and purpose of intelligence by working in only one aspect of the intelligence process; CDC challenges and broadens those views. The course exceeded my expectations in that the technical subjects were presented in a comprehensible way to a non-technical person, the scope was much broader than anticipated and the marvels of our technology totally captured my attention. I have recommended this course highly to many colleagues, who have already requested to be placed on the waiting list for the future runnings of CDC.

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3. What type of individual is apt to benefit most from the CDC experience?

In my opinion the person who would benefit the most from the CDC is one who is seriously committed to an intelligence career. Someone who has been with the Agency 5-10 years and would like to spend 10-20 more, has worked in more than one project, office, branch or division, ranges in age between late-twenties to late thirties, has achieved a grade level of GS-12 to 14, has been exposed to what the various directorates do, and is curious about intelligence and where his/her work fits in the process. The course is too valuable to be given as a "bonus" to officers within 5 years of retirement or entry on duty, or as a "reward" to someone who has not had a long training course recently.

4. Do you have any comments or suggestions regarding the speaker evaluation procedure used by CDC-20?

The speaker evaluation procedures, while offering a broad range of options, lends itself to "grade inflation." Instead of the 1-7 scale, maybe a 1-4 scale could simplify matters for the students as well as the speakers. 1 would be poor, 2-average, 3-good and 4-excellent. This scale would apply both to form and content.

5. Do you have any comments on the administrative aspects of the course?

All the administrative aspects of the course were adequate (that's good in my scale of values). ☐ did his best to have everything run smoothly and it did. The one exception was the finance accounting forms--when to fill them out, what to include--but then again money is usually a source of problems.

25X1

6. Other comments:

- a) Student presentations should be kept to one hour - max!
- b) Office directors and other briefers should be encouraged to "socialize" with the students. Maybe luncheons could be arranged with some of the speakers on the "free days."
- c) Speakers should be told in advance about the subjects covered prior to their presentation to avoid repetition.
- d) A list (or copies) of suggested readings on technical topics at a basic level should be provided to the non-technical students.
- e) Breaks in between lectures should definitely be scheduled.
- f) Coffee and pastries are always well received and the practice should be continued.

PART II

1. What have I contributed to the Career Development Course?

My contribution to CDC-20 would be better judged by my colleagues. If pressed, however, I would say I brought along an analyst's perspective on the uses of S&T products, some knowledge of Soviet military programs and a bit of good cheer.

2. What have I gained from the CDC?

I gained many things from the CDC. Among them:

- a. An appreciation for the DDS&T's role in intelligence.
- b. An understanding for everything that has to happen before an analyst gets a PHOTINT or SIGINT report.
- c. An increased awareness on the types and extent of activities in which the Agency is involved.
- d. Respect and admiration for the people who work for this organization.
- e. A sense of pride in the Agency and its work.

3. In what way(s) have my perceptions of the DDS&T changed as a result of my attendance as a course member?

Prior to the course, I was totally ignorant of the directorate and its activities. I saw the DDS&T as quite removed from my day to day work, and being made up of scientists with whom I had very little in common.

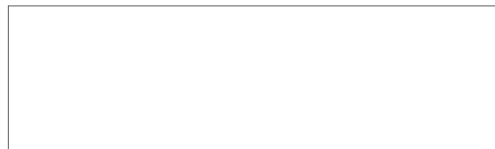
After the course, I see the DDS&T as a component with many different functions and many different types of people. I understand now that without this directorate my work would be almost impossible. But, I still feel removed from "S&T types" and feel that we live in different, but complementary worlds.

4. In what way(s) have my perceptions of my job been modified?

The biggest change in perception is that my job as an analyst is not the be-all and end-all of the intelligence process. It is still pretty important because everything is done so that information can be collected and analyzed, but the analyst is no more indispensable to the process than the collector or those who created the systems.

5. Have my career goals changed in any way or in any degree?

My career goals were not changed by the CDC, but my interest, enthusiasm and desire to achieve them were boosted tremendously by the course. Thanks again for giving me this opportunity.



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DD/S&T# 4134-81

OIA/TSD 177/81

10 September 1981

Central Intelligence Agency
National Foreign Assessment Center
Office of Imagery Analysis

MEMORANDUM FOR: Director, DDS&T Career Development Course

ATTENTION :

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THROUGH : Deputy Director for Science and Technology

FROM : NFAC/OIA/TSD

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SUBJECT : Course Evaluation, CDC-20

The following comments are keyed to the CDC-20 evaluation form.

Part I

1. I believe the length and pace of the course was appropriate to cover the present content. I would recommend one minor change in content. The semiconductor/silicon chip industry is most important to the development of technical intelligence collection systems. This vital element was virtually ignored during our week on the west coast. I would recommend adding a day on the west coast to cover the R&D and production of this technology. I would also recommend that the Lawrence Livermore Labs tour be eliminated to make room for the added day. While our day at Livermore was interesting we were severely hampered in our discussions by a lack of appropriate security clearances.

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2. The course was most effective and met all of my expectations. It was, by far, the most valuable course I have been exposed to. I would recommend it highly.

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3. In my view a nominee should have a minimum of about two years Agency experience. Education level did not appear to be a significant factor. The stage of one's career or age did appear to be a factor in the enthusiasm and active participation in the course. I would discourage extreme age variations from the normal class average.

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4. I would recommend that narrative comments be encouraged only for extreme speaker ratings--high or low.

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5. I would recommend that course directors' tours of duty be adjusted to coincide with the fiscal year rather than having one class in each of two fiscal years. In my view, the current system and its budgetary restrictions complicated the course directors job. ☐

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6. In my judgement the course director did an outstanding job. His handling of speakers and corporate representatives was highly professional in every respect. While facing apparently unprecedented budgetary problems he managed to hold the curriculum at a high level. This was accomplished without visible administrative difficulties or serious inconveniences to the class. ☐

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Part II

1. My primary contribution to the course may have been the sharing of my NFAC-related intelligence production process experiences and in a more limited way, the sharing of any insight I may have gained through my two years of DDO para-military operations experience. ☐

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2. The CDC was a most effective vehicle in providing me exposure to the Agency and to the Intelligence Community. ☐

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3. The CDC was a most effective vehicle through which I gained what I think is a relatively accurate appreciation of the various components of the Agency and the Intelligence Community as a whole. The course and the interaction of the class members helped me to form an appreciation of how the Community plays together. Because of the exposure to the CDC I feel comfortable with my understanding of the Community. ☐

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4. In retrospect, I really didn't have much of a preception of the DDS&T before CDC. I had a very poor understanding of the scope of DDS&T activities or the incredible variety of in-house expertise available to NFAC and the rest of the Agency. As an NFAC analyst, I feel quite comfortable in the knowledge that I could probably now identify a DDS&T component or person to assist me with most any technical problem that I may have to deal with. ☐

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5. Through the Community-wide exposure of the course I now have a much clearer perception of where I fit within the Agency and the Community.

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I also believe that I have learned several ways that I can increase the Community-wide effectiveness and influence of my analytical intelligence products.

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6. My career goals have not changed to any significant degree.

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